

16 January 1975

MEMORANDUM FOR: Executive Council Members

SUBJECT : Executive Council Meeting on 10 January 1975

Mr. Proctor chaired. Mr. Kerr substituted for

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1. The meeting was devoted to a discussion of the competitive personnel ranking system outlined in the Directorate of Intelligence Personnel Handbook, issued in August 1974. Executive Council members described experiences of their offices/staffs last fall, during the initial ranking. Problem areas included:

a. The question of whether all personnel within an office should be grouped in the system's five categories regardless of grade or position. Procedures were not uniform throughout the Directorate. The DDI Management Staff will issue further guidance.

b. Ranking criteria. There was considerable uncertainty as to the relative weight that should be assigned to the individual's eligibility for promotion, potential for handling more responsible jobs, and essentiality to the mission of the organization. Mr. Walsh suggested a dual ranking system that would separate promotion considerations from those relating to job potential. There was broad agreement that some such distinction would be useful, although some members cautioned against complicating the system unduly.

c. The lowest 3%. The difficulties experienced were not insurmountable, except where the small size of a particular unit would have made the exercise meaningless. In a few cases, individuals who were notified they were on the list left the Agency or improved their performance. The requirement to notify employees in writing was observed, with certain authorized exceptions.

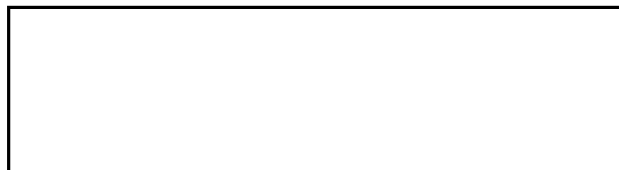
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Mr. Proctor noted that the employees must receive the letters directly from a supervisor. In cases where an employee in the lowest 3% seems likely to perform better in a different job, the Directorate has an obligation to try to arrange a suitable transfer. Mr. Proctor agreed that it is not necessary in all cases to inform an individual every six months that he is still among the lowest 3%.

d. Frequency of ranking. Several members commented that repeating the ranking process every 6 months is disruptive and, in some cases, counterproductive. Some felt that if a multiple ranking system were adopted, the interval could be adjusted to suit the purpose of the ranking. Mr. Proctor said he favors the 6 month interval, at least to determine whether some gross changes should be made.

e. Relationship between fitness reports and ranking. Mr. Proctor said there must be a good linkage between the performance evaluation process and the ranking system, although it was acknowledged that in some cases individuals who are acceptably proficient in their present assignments might nevertheless be appropriately placed in Category IV or even V.

2. Commenting generally on the Directorate's initial experience with ranking, Mr. Proctor said there were obviously still some ambiguities, and that there was more work to be done to refine Directorate guidelines. The ranking system itself is not optional, but we do have options as to how we do the ranking. We will try to devise as useful system as possible. Meanwhile, it is important that all employees understand we are doing all we can to administer the system fairly.



Chief
DDI Executive Staff

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